

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
JANUARY 21, 1977, IN THE FACULTY  
CONFERENCE ROOM, SIXTH FLOOR,  
LISNER HALL

- 1 The meeting was called to order by Provost Bright at 2:13 p.m.  
  
Present: Provost Bright, Registrar Gebhardtshauer, Amling, Birnbaum, Cottrell, Fox, Ginsburg, Griffith, Jones, Kirsch, Kyriakopoulos, Morgan, Pierpont, Reesing, Schiff, Schmidt, Smith, Snodgrass, Solomon, Tillman, Vontress, and Wood  
  
Absent: President Elliott, Adams, Cassidy, Davison, C. Elliott, Kramer, Kurtz, Liebowitz, Linton, Plotz, Rockoff, Sapin, Schwartz, Stevenson, Vaill, and Zenoff
- 2 The Senate moved into Executive Session at 2:15 p.m., Professor Morgan presiding, for the purpose of discussing the status of the case of Lee S. Bielski, Associate Professor of Speech, Department of Speech and Drama. The Executive Session was concluded at 2:30 p.m., and the regular business of the Senate resumed.
- 3 The minutes of the regular meeting of December 10, 1976, were approved as distributed.
- 4 (a) In reconsideration of Resolution 75/1, "A Resolution Concerning University Objectives," Professor Joseph B. Smith, Jr., Chairman, University Objectives Committee, said that he would like to give a little background on Resolution 75/1 before introducing Resolution 76/7, which represented a revision of 75/1. He said that Resolution 75/1 with recommended procedures (Steps I and II) for implementation was introduced by the 1975-76 University Objectives Committee at the March 21, 1976, Senate meeting; the Senate adopted Resolution 75/1, but did not approve the recommended procedures, suggesting, however, a change in Step II of the procedures. The Executive Committee requested the 1976-77 University Objectives Committee to review Resolution 75/1 and the accompanying procedures and to incorporate the change recommended by the Senate in Step II of the procedures in the form of a resolution to be resubmitted to the Senate. Professor Smith said that the Objectives Committee complied with this request by reviewing the material and incorporating Resolution 75/1, as adopted, together with Step I and revised Step II of the procedures into the form of Resolution 76/7, which he moved for adoption. The motion was seconded. Professor Ginsburg said that he had mixed reactions to the resolution because, although he liked the cost approach idea in deciding upon priorities, he wondered if it would be necessary for those schools which operate on a balanced budget, for example, like the Law School, and whether this kind of self-analysis could be deferred until such time as there were pending financial problems within the schools. Professor Amling said the intent of the motion seemed unclear to him since he didn't find anything in the motion to suggest that there would be an evaluation of the objectives - to identify those areas that are profitable or unprofitable - and he would make the assumption that most of the schools in the University already had fairly well-defined objectives, and that there would have to be some way of enforcing the findings whatever they might be.

Professor Smith responded that in the matter of cost effectiveness he would refer to the language of the resolution where it specifically says that the faculty be asked not only to identify the ends to be attained, but also to relate functions and programs to those ends which was the intent as the Objectives Committee understood it. Professor Vontress asked what the following language meant under the third resolving clause: "to consider the statements of objectives and reconcile differences." Professor Smith replied that there could be a situation within a school where there would be a conflict of objectives.

A discussion followed by Professors Vontress, Smith, and Cottrell. Professor Morgan said that periodically this body for one reason or another became concerned about University objectives, and periodically a resolution is brought before the Senate calling for a reexamination or reconsideration of the objectives of the University, and whenever anybody tries to recommend any particular procedures for making the resolution really mean something finds that the Senate inevitably does what it did this time with Resolution 75/1 - adopts the resolution but rejects the accompanying procedures. This time, however, he said, the Executive Committee asked the Objectives Committee to make the Senate respond one way or the other; to put the procedures in the form of a resolution, and let the Senate either accept it or reject it, which he thought the Objectives Committee did quite responsibly. Professor Morgan said that one approach to this would be to accept it and then insist that the resolution be carried out; another approach would be to reject it, which would then raise an interesting question as to why the Senate passed Resolution 75/1 in the first place; and still another possibility would be to consider carefully whether the Senate is or is not interested in some kind of examination of University objectives since there were two or three colleges that were in the process, or should be in the process, of very carefully considering their objectives because it would seem very odd to him if criteria for the selection of a dean could be developed without considering the objectives of the school. Professor Morgan said that the Executive Committee grappled with this matter and, as a consequence, prepared an alternate resolution which included part of the Objectives Committee's recommendation but not all of it. On behalf of the Executive Committee, Professor Morgan then moved the following substitute resolution:

A RESOLUTION CONCERNING UNIVERSITY OBJECTIVES (76/7)\*

WHEREAS, The Faculty Senate should take the lead  
in raising the sensitivity of the schools  
and colleges and of the University as a whole  
to the need for a University-wide effort to  
identify and state institutional objectives:  
therefore,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate recommend that the  
faculty of each school and college develop a  
statement of objectives for the school or college.

\*revision of Resolution 75/1

Professor Vontress seconded the motion. A discussion followed by Professors Ginsburg, Amling, and Provost Bright. Professor Griffith said he would speak against the

substitute resolution and for one more like the original resolution because he supported the idea of attempting to elicit statements of objectives from the different faculties. Also, he said that the amendment did not specify any kind of deadlines and it did not imply what would be done with the objectives once they were submitted, and he thought that if people who were preparing the objectives knew that these statements were going to a specific group for review, then more useful information might be forthcoming. Professor Griffith said he thought it important that a University community engage in a continual process of self-education about what's going on in other parts of the University, and that by identifying the objectives of the various schools and colleges and bringing them before the Senate, this might prove helpful in solving the problem of overlap within divisions of the University in course structure and in reconciling differences in a rational manner. Professor Smith said he opposed the substitute resolution because it wasn't just a matter of identifying objectives; the school or department must also explain how the objectives will be achieved. Further discussion continued by Professor Jones, Morgan, Wood, Ginsburg, and Provost Bright. Professor Pierpont asked Professor Smith why it would not be a function of the Objectives Committee to request a statement of objectives from the faculty of each school and college rather than the Executive Committee. Professor Smith replied that the Objectives Committee was simply carrying out the instructions as it understood them from the Executive Committee. A discussion followed by Professors Pierpont, Morgan, Griffith, Vontress, Reesing, and Provost Bright. The question was called on the substitute amendment and it was defeated.

Professor Ginsburg moved to amend the second resolving clause of the original resolution by substituting "University Objectives Committee" for "Executive Committee" in the second line, and the motion was seconded. The question was called and the amendment was passed. Professor Fox said he was concerned about having the processed statements of objectives submitted to the Faculty Senate and then to the Faculty Assembly for he thought it would be quite presumptuous of the Senate to review and approve or disapprove of the objectives of a faculty or school. Professor Smith responded that that language was lifted directly from Step II of the procedures and was incorporated in the resolution merely as a suggestion from the Executive Committee. Professor Morgan said it was his personal opinion that the final resolving clause was really premature; that the designation of the Objectives Committee as the appropriate body to request statements of objectives from the faculties as stated in the second resolving clause represented the first step and, therefore, it seemed to him the next step should be determined by the Objectives Committee which could come back to the Senate for a resolution calling for any further action deemed to be advisable at that point in time. Professor Morgan moved to strike the final resolving clause of the resolution and the motion was seconded. The question was called and the amendment to strike the final resolving clause was adopted. The question was called on the original motion, as amended, and was adopted by a vote of 10 to 4.

- 4 (b) Professor Griffith, on behalf of the Educational Policy Committee, moved adoption of Resolution 76/8, "A Resolution To Alter the University Calendar," and the motion was seconded. Professor Griffith explained that this resolution resulted from a study made by a subcommittee of the Educational Policy Committee appointed in October, 1975, which reviewed the modified semester plan and attempted to respond to complaints voiced within and without the committee to an increased amount of stress, especially in the fall term, and a less productive learning experience. From this study, he said, it seemed that the present difficulty with the calendar appeared to reside in the fairly inflexible endpoints in the calendar, the fixed date of Christmas, and the difficulty of starting earlier in the fall because of some sensitivity about

beginning very much before Labor Day and the ending date of the third summer session. He said that the committee, given these constraints and having explored a number of options, thought that unless some fairly major change would be undertaken, either with respect to the reading/examination period or with respect to opening earlier in the fall term, that it was difficult to figure out any new way of creating much leeway in the fall term. Therefore, the committee recommended that the insertion of one holiday in the fall term, making it a three-day weekend, might be the best way of providing some relief, at least in a psychological sense. He said that attempting to lengthen the Thanksgiving Holiday would be difficult because of the proximity to the end of classes, and the committee felt that taking a day from the reading period in October to be replaced by a day in that reading period would be perhaps least missed and might provide the desired relief. Professor Schiff asked if the class day from the reading period that would be added to replace the Veterans' Day holiday would be any day of the week or would be a substitute Monday. Professor Griffith replied that he was not a member of the subcommittee but he thought the intention was that if the present schedule were to be changed by one day and a Monday was lost, then a Wednesday could be substituted to balance out the schedule. Professor Schiff said it was his assumption that this would not be replaced by another Monday and, while this might not adversely affect most classes, it would in the case of several large classes, namely those that have laboratory periods which must have an equal number of the same days. He said that if one Monday is automatically removed each week, this would, in effect, reduce the number of labs that can be offered to the entire class by a whole week and, therefore, he vehemently objected to this change. Professor Kirsch suggested that perhaps the problem could be resolved by amending the resolution to add that "such day to be on a Monday schedule," or a "substitute Monday," so that you could have a Monday on a Wednesday. Registrar Gebhardt said that it has been his experience in doing this at the University of Delaware that the real problem concerned evening classes. Professor Morgan said he would like to read the following memorandum regarding Resolution 76/8 which he had received from Professor Richard D. Walk, Chairman, Psychology Department:

I would like to oppose a no-class day on the fourth Monday of October.

The problem concerns laboratory sections. A class with a Monday lab gets out of phase with all of the rest. At the present time, the only holiday is over Thanksgiving and this is near the end of the semester. We now run smoothly for almost the entire semester and I would like to keep it from getting chopped up.

If you want to take pressure off, go back to the old system where we started about September 15.

Further discussion followed by Professors Ginsburg, Griffith, Kirsch, Jones, Schiff, and Provost Bright. Dean Solomon said that he wanted to speak for graduate students whose classes meet one night a week, and if they meet on Monday, they would have lost 1/13th of class time. He said that the graduate semester was short enough as it is. Discussion followed by Professors Ginsburg, Kirsch, Morgan, Griffith, Schiff, and Provost Bright. Professor Wood said it was his opinion that, while he appreciated the action of this committee bordering on "bleeding hearts" for the faculty, as well as the students, he thought that the proposed remedy did so very little and had so many drawbacks that he was opposed to it. The question was called and the resolution was defeated.

(a) Professor Morgan, on behalf of the Executive Committee, recommended the following nominees for election to the Nominating Committee for the Executive Committee for the 1977-78 Session: Reuben E. Wood, Temporary Chairman (Columbian); Frederick Amling (SGBA); Marie M. Cassidy (Medical); Raymond S. Cottrell, Jr. (Education); Raymond R. Fox (Engineering); Gilbert J. Ginsburg (Law); and Arthur D. Kirsch (Columbian). There were no nominations from the floor and the slate was elected unanimously.

(b) Professor Morgan, on behalf of the Executive Committee, reported on action on Resolution 76/5, "A Resolution Concerning Grievance Procedures for Students Alleging Discrimination," which was adopted, as amended, by the Faculty Senate October 8, 1976. He advised the Senate that the Assistant Provost for Affirmative Action reported back to the Executive Committee that there had been some further changes recommended by University counsel to the administration. Professor Morgan said that the Executive Committee reviewed these changes with Assistant Provost Phelps and concluded that the changes were relatively minor, requiring no further consideration by the Senate, and that the procedures have been adopted by the University.

- 6 Professor Morgan said that he had a few comments to make under Brief Statements. He reminded members that the Senate Standing Committee forms for volunteering service had been mailed and he urged the faculty to return them as soon as possible. He advised the Senate that the Faculty Code was in the proof-reading stage and that he expected the new Code to be ready for distribution in February. He reported that elections of representatives to the 1976 Faculty Organization Plan Review Committee had now been completed and that its initial meeting was scheduled for February 2nd (1976 FOP Review Committee membership is attached).

Provost Bright said that he would like to speak briefly about the policy on early tenure which he planned to announce at the Faculty Assembly next Tuesday so that Senate members could voice any objections they might have with respect to the policy at this time. He said he proposed to announce that the administration will not approve early tenure which meant nothing with respect to the qualifications of any individual involved, but that the administration will not approve a recommendation for tenure before such a decision is required by the Faculty Code. He said that he does not expect that this kind of policy would make a tremendous change because it has been his assumption that most of the people would be given tenure when they arrived at the point where that decision had to be made. Professor Kyriakopoulos asked how this policy would affect an individual who was brought in with tenure, and Provost Bright replied that it would not affect that situation at all. If someone were brought in without tenure, for example, from a governmental agency or someone who had never been in a university before, that person would not be brought in with tenure. Professor Griffith asked if a person with full professor status may be brought in for an appointment of two years without tenure, and Provost Bright responded that, unless the person already had tenure, that would be correct.

- 7 Upon motion made and seconded, Provost Bright adjourned the meeting at 3:48 p.m.



Robert Gebhardt Bauer  
Secretary

1976  
FACULTY/ ORGANIZATION PLAN

REVIEW COMMITTEE

Columbian College of Arts and Sciences:

Robert M. Dunn, Jr., Associate Professor of Economics  
Christopher W. Sten, Assistant Professor of English

National Law Center:

Irving Kayton, Professor of Law  
David J. Sharpe, Professor of Law

School of Medicine and Health Sciences:

Rudolph Hugh, Professor of Microbiology  
Norman C. Kramer, Professor of Medicine

School of Education:

Joseph A. Greenberg, Assistant Professor of Education  
Gloria L. Horrworth, Associate Professor of Education

School of Engineering and Applied Science:

Galip M. Arkilic, Professor of Applied Science  
Sam Rothman, Professor of Engineering Administration

School of Public and International Affairs:

J. Kenneth McDonald, Associate Professor of International Affairs  
Charles A. Moser, Associate Professor of Russian

Graduate School of Arts and Sciences:

Victor H. Cohn, Professor of Pharmacology  
Carl Steiner, Associate Professor of German

School of Government and Business Administration:

Edwin J. B. Lewis, Professor of Accounting  
Charles W. Washington, Assistant Professor of Public Administration

1/18/77

Faculty Senate Office

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

Faculty Senate

January 12, 1977

The Faculty Senate will meet on Friday, January 21, 1977, at 2:10 p.m., in the Faculty Conference Room on the sixth floor of Lisner Hall.

AGENDA

1. Call to order
2. Executive Session:
  - (a) Status Report on the case of Lee S. Bielski, Associate Professor of Speech, Department of Speech and Drama;
  - (b) Executive Committee recommendation for a Special Meeting of the Faculty Senate to be held January 28, 1977; and
  - (c) Adoption of Rules of Procedure for the Special Meeting of the Faculty Senate
3. Minutes of the regular meeting of December 10, 1976
4. Resolutions:
  - (a) Reconsideration of Resolution 75/1, "A Resolution Concerning University Objectives," Professor Joseph B. Smith, Jr., Chairman, University Objectives Committee (Resolution 75/1 as passed by the Faculty Senate March 21, 1975, and as revised by Resolution 76/7 by the University Objectives Committee November 22, 1976, attached)
  - (b) A RESOLUTION TO ALTER THE UNIVERSITY CALENDAR (76/8), Professor William B. Griffith, Chairman, Educational Policy Committee (resolution attached)
5. General Business:
  - (a) Nomination for election of the Nominating Committee for the Executive Committee for the 1977-78 Session: Reuben E. Wood, Temporary Chairman (Columbian); Frederick Amling (SGBA); Marie M. Cassidy (Medical); Raymond S. Cottrell, Jr. (Education); Raymond R. Fox (Engineering); Gilbert J. Ginsburg (Law); and Arthur D. Kirsch (Columbian)
  - (b) Report on action on Resolution 76/5, "A Resolution Concerning Grievance Procedures for Students Alleging Discrimination," adopted, as amended, by the Faculty Senate October 8, 1976; Professor John A. Morgan, Jr., Chairman, Executive Committee
6. Brief Statements
7. Adjournment



Robert Gebhardtshauer  
Secretary

**A RESOLUTION CONCERNING UNIVERSITY OBJECTIVES (75/1)**

**WHEREAS, The Faculty recognizes the importance of carefully considered and well-articulated objectives for the several schools and colleges and for the University as a whole; and**

**WHEREAS, The depressed state of the economy heightens our concern for the future of private universities and raises the prospect of increased competition for scarce resources both in the University and in the broader educational community; therefore**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

**That the Faculty Senate take the lead in raising the sensitivity of the schools and colleges and of the University as a whole to the need for a major University-wide effort to identify and state University objectives.**

**Committee on University Objectives  
March 10, 1975**

**Adopted March 21, 1975**

RECOMMENDED PROCEDURES ACCOMPANYING RESOLUTION 75/1

- I. Within each of the schools/colleges the Faculty will produce a statement of objectives. The Faculty will identify the ends to be attained and relate functions and programs to those ends. How do courses, programs, and activities contribute to the stated objectives?  
(May 1975)
- II. A select, small student-faculty-administration-trustee group will consider the several school/college statements of objectives, reconciling differences. Further, the group will cast, for Faculty Assembly approval (Winter 1975), a comprehensive Statement of University Objectives. The Faculty Assembly will request endorsement of the Statement of University Objectives by the Board of Trustees.

As a consequence: All concerned should be able to anticipate that the Statement of University Objectives would become a guide at all levels in policy formulation, resource allocation, facilities planning, personnel practices, course development, and related matters.

Committee on University Objectives  
March 10, 1975

A RESOLUTION CONCERNING UNIVERSITY OBJECTIVES (76/7)\*

WHEREAS, The Faculty recognizes the importance of carefully considered and well-articulated objectives for the several schools and colleges and for the University as a whole; and

WHEREAS, The depressed state of the economy heightens our concern for the future of private universities and raises the prospect of increased competition for scarce resources both in the University and in the broader educational community; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate take the lead in raising the sensitivity of the schools and colleges and of the University as a whole to the need for a major University-wide effort to identify and state University objectives.

BE IT FURTHER RESOLVED BY THE FACULTY SENATE

That, as a first step in taking this lead, the Faculty Senate will instruct the Executive Committee of the Senate to request the Faculty within each of the schools/colleges to produce and submit to the Committee a statement of objectives at their earliest convenience but not later than a date believed reasonable by the Committee at the time the request is made. The Faculty will be asked not only to identify the ends to be attained but also to relate functions and programs to those ends. How do courses, programs, and activities contribute to the stated objectives, for example?

BE IT STILL FURTHER RESOLVED BY THE FACULTY SENATE

That, upon receipt of these statements of objectives, the Executive Committee of the Senate will form a select, small student-faculty-administration-trustee group to consider the statements of objectives and reconcile differences. The processed statements of objectives will be submitted to the Faculty Senate not later than the Winter of 1977; if favorably acted upon there, the statements will then be submitted to the Faculty Assembly. If the statements are approved by the Faculty Assembly, they will be forwarded to the Board of Trustees with the recommendation that they be accepted as an official expression of University Objectives.

University Objectives Committee  
November 22, 1976

\*revision of Resolution 75/1

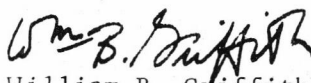
A RESOLUTION TO ALTER THE UNIVERSITY CALENDAR (76/8)

WHEREAS, the present University calendar, in order to complete the fall term before Christmas, allows no holidays between the beginning of the term in early September and the Thanksgiving holiday near the end of November; and

WHEREAS, this schedule is perceived by many to create excessive pressure and unrelieved strain for both students and faculty but is difficult to alter substantially because of inflexible endpoints; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That a no-class day be inserted into the schedule for the fall term on the fourth Monday in October (Veterans' Day), with the lost class-day to be made up from the present reading period between the end of classes and the beginning of examinations.



William B. Griffith, Chairman  
on behalf of the  
Committee on Educational Policy

Committee on Educational Policy  
January 6, 1977



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

January 12, 1977

FACULTY SENATE

TO: Members of the University Faculty Assembly

FROM: John A. Morgan, Jr., Chairman, Faculty Senate Executive Committee

The current Faculty Organization Plan for The George Washington University charges the Faculty Senate Executive Committee to "nominate the members and chairmen of the standing and special committees" of the Faculty Senate. The newly-elected Executive Committee for Senate Session 1977-78 and the incumbent Executive Committee make these nominations at a combined meeting in February, 1977.

I urge each member of the Faculty Assembly to consider seriously his or her responsibilities for volunteering service on one of the following committees during 1977-78. Please supply the appropriate information below and return to Doris Trone, Senate Office, Rice Hall, 4th Floor, #411, by February 14, 1977:

Administrative Matters as They Affect the Faculty  
Admissions and Advanced Standing  
Appointment, Salary and Promotion Policies  
Athletics  
Educational Policy  
Fiscal Planning and Budgeting  
Library  
Physical Facilities

Professional Ethics and Academic Freedom  
Public Ceremonies  
Research  
Student Financial Aid  
University Development and Resources  
University Objectives  
University and Urban Affairs  
Joint Committee of Faculty and Students

Name \_\_\_\_\_ Department \_\_\_\_\_ Rank \_\_\_\_\_  
Length of service in the University: Years \_\_\_\_\_  
Service as a member of the Senate: Dates \_\_\_\_\_  
Service on Senate Committees:  
Name(s) of committee(s) and dates: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I should like to serve on a Senate Committee within the time limitation noted below. I prefer service on one of the following committees:

(1st choice) \_\_\_\_\_

(2nd choice) \_\_\_\_\_

(3rd choice) \_\_\_\_\_

I will be available for committee work only during the regular academic year \_\_\_\_\_

I will also be available for committee work during at least one of the summer sessions \_\_\_\_\_

I prefer not to serve during 1977-78 \_\_\_\_\_

Please make any additional comments on the back of this sheet.

